

Army Sustainability Committee (ASC)
Meeting Minutes

22 February 2007

Welcome and Opening Remarks

COL Phillips (ODEP) began by welcoming members to the meeting and reviewing the agenda (Enclosure 1). He noted that handouts had been sent electronically to those participating by telecon. Chris Werle (LMI) and asked everyone to mark the attendance sheet (Enclosure 2), and make necessary corrections to the listed contact information if needed.

Review 14 December 2006 Meeting Minutes

COL Phillips next asked the group if any changes were needed to the minutes from the 14 Dec 06 meeting. Doug Warnock (ODEP) noted that MAJ Hamby (NGB-ARNG) had already requested two minor revisions that had already been addressed. COL Phillips asked Tad McCall (AEPI) to confirm that Darden IV would be held in June 2007 at Carlisle Barracks, which he did. No one had any other comments at this time, so the group approved the minutes with no additional changes. LMI will ensure that the final minutes are posted to the Army sustainability website.

At this point, Richard Murphy (DASA(ESOH)) initiated a discussion about an issue LTC Mike Speth (ODEP) had emphasized regarding the difficulty in moving from a compliance-focused to a more proactive mode (this is the gap that currently exists in sustainability). For example, how we will be able to invest in smart projects like energy efficient lighting when there is so much competition for scarce resources? Don Juhasz (ACSIM-FDF-U) responded that we need to do more to educate our facility staff and design engineers. We need to properly design lighting, stop heating vestibules, etc. One approach is to increase the learning curve for our people and teach them how to do things the smart way.

Richard pointed out that we have been spending resources to retrofit facilities, but we can't do that any more. The environmental community has no authority to buy low-E lighting for retrofits; everything is going into new construction. Even in the ARNG we can't do much because the States own the facilities and they simply don't have the needed funding. The basic problem is having old facilities that we end up spending most of our funding on to maintain, which leaves very little for prevention. We need to partner with installations and the facilities community to come up with realistic solutions.

New construction can cost less if we smartly design in energy efficiency. We also have to remember that we have to simultaneously focus on E-security and E-efficiency, and that the former does not necessarily equate to the latter. The Leadership in Energy and Environmental Design (LEED) standards for new facilities will be out soon to address some of these issues. John Scharl (ACSIM-FDF) will be our lead POC for LEED

implementation for existing facilities. Whenever we undertake major renovation, the new standards will apply.

Richard also pointed out that we will have to fund assessments at our facilities and then fund small projects that make sense if we are to make any headway. We can't just send the results of facility assessments to the facilities staff for action – they are already buried in other work and won't be able to handle it. We will have to obtain authorization for gap funding for these key projects. LTC Speth asked how we would POM for these funds, and what the steady source of funding would be. COL Phillips felt that as we execute these projects and people realize the cost savings and reduced maintenance requirements we will begin to see a culture change. He also noted that Pat Rivers will soon become the new Director of Military Programs at HQ, USACE, and that this will be a big win for sustainability. He also suggested that we might be able to tap into AERTA/EQT as a possible source of funds as long as projects are supported by a solid business case analysis.

Other ASC members then updated the group as listed on the agenda: old business, new business, and wrap-up.

Old Business

Update of P2 Section of Army Sustainability Website

Bob Shakeshaft (AEC) next updated the committee on the revised P2 section of the sustainability website. He noted that to date he has received only one comment from the group at large, but has a few others of his own. One problem has been the lapse in AEC contract support over the past two months. This situation should be resolved soon, but he will probably not be able to provide another formal status update until the April ASC meeting. His target is to have the site update completed within 30 days. Doug Warnock pointed out that he had received several emails about the revised site and that many of those were positive. He will forward those emails to Bob and will do the same with any additional comments he receives. COL Phillips suggested that Bob resend the invitation to review and provide comments on the revised site, and responders should be sure to copy furnish Chris Werle, Bob Shakeshaft, and Doug Warnock with their responses.

New Executive Order Status Update

MAJ Jason Hamby (ARNG Installations Division), Bob Shakeshaft, and Don Juhasz (ACSIM-FDF-U) next updated the committee on the new EO 13423, *Enhancing Government Performance Through Effective Environmental, Energy, and Fleet Management*, and its draft implementing guidance. MAJ Hamby began the discussion by pointing out that the new EO is substantially reorganized from earlier drafts, but that it essentially contains the same requirements and mandates. COL Phillips asked that they just provide the highlights of the new EO and implementing instructions.

Bob Shakeshaft spoke to the key EMS requirements which he summarized in a handout (Enclosure 3). EMS is now to be the primary management approach for addressing environmental aspects of internal agency operations and activities, to include energy

and transportation functions. In other words, EMS will be the tool for implementing the new EO. EMS will also provide the management framework for implementing sustainable practices identified in the EO. One element of the EO that raised concern is the requirement to fully implement EMS by May 2008 at facilities where an EMS was initiated or developed under the now rescinded EO 13148. Army policy is to complete implementation by October 2009, so we may have to request for formal exception if the final implementing guidance is not changed. There is also an implication that we may be required to have a HQDA EMS, but COL Phillips stated that he does not think this will happen. LTC Mike Speth stated that we could establish goals and objectives at HQDA level and then require subordinate organizations to support them (DOI is taking this approach and requires each Bureau to comply with the HQ EMS).

The EO also states that for an EMS to be considered fully implemented, that it will have been subject to a formal audit by a qualified party outside the control or scope of the EMS. This is very important for the Army because we may have to change the focus of the EPAS program from being a compliance audit to being an EMS audit with a compliance component. COL Phillips noted that we will have to POM for 2nd and 3rd party audits, but that won't happen until POM cycle 2010-15. Bob Shakeshaft emphasized that CHPPM or equivalent organizations can conduct 2nd party EMS audits to meet the EO requirement; they do not have to be certification (3rd party) audits. Appropriate facilities should self-declare conformance to EMS requirements before spending any resources on a 3rd party audit.

The new EO also contains a requirement for Compliance Management Plans (this was not in EO 13148). Bob Shakeshaft pointed out that this requirement only applies where an EMS does not exist at the agency level. DoD has already prepared a plan that will address this new requirement for all Components.

Doug Warnock indicated that formal comments on the implementing guidance are due by 28 Feb 07, and that Army will point out that we cannot make the May 2008 date. Richard Murphy noted that there will probably not be any changes made to the EO, but that many issues will probably spiral out of it. There isn't that much new here other than date changes, so we will just have to wait and see what falls out. COL Phillips felt that the EO is very good; it is just that the timelines are a bit unrealistic. Richard also emphasized that the new EO is not strong enough to make us do anything, but it does point us in the right direction. In the end, it actually may weaken the effect of the other EOs that it rescinds.

MAJ Hamby briefly summarized requirements related to transportation (which are less stringent than previous EOs), sustainable acquisition, pollution prevention – to include solid waste diversion and reducing use of hazardous materials, and environmental training. Don Juhasz then spoke to energy related requirements. He noted that EPact 2005 focused on 5 areas of concern, while the new EO focuses on 12 areas. These include reducing vehicle petroleum fuel consumption while increasing alternative fuel use, reducing facility energy intensity, increasing use of renewable power sources, improving general building performance, reducing water consumption, increasing Energy-star procurements, and electronics management. Don pointed out the continuing challenges with meeting new EO requirements as well as EPact 2005 requirements. For example, we purchase E-star compliant computers, but we still tend

to leave them on during non-duty hours so that they never go into sleep mode – this results in a very high cost in energy consumption when you factor in the large number of computers we operate over the course of a year. Don also pointed out that while the new EO is generally good, it falls short in that it contains no sticks, carrots, or funding.

At the end of the discussion, COL Phillips stressed that all EO-designated lead agencies will issue their own implementing guidance; DoD guidance will also be forthcoming. Anyone who has additional comments or concerns about the new EO should provide them to Richard Murphy as soon as possible.

Sustainability Workplan Status Update

Doug Warnock presented a short briefing summarizing progress to date in developing a sustainability workplan (Enclosure 4). In response to a due out from the 14 Dec 06 ASC meeting, an ad hoc group met on 31 Jan 07 to discuss alternatives for developing the workplan. The purpose of the workplan is to identify major activities the ASC would like to accomplish over the next 2-3 years. Attendees at the 31 Jan 07 meeting included representatives from ACSIM, ODEP, AEC, CHPPM, IMCOM, CTC, ASA(ALT), G3, AEPI, NGB-ARNG, and ERDC. Doug noted that other agencies that should be included at subsequent meetings include G-4, G-6, G-8, USACE, ELD, the HQDA AFV POC, and recent Darden attendees.

The proposed plan of action recommended by the group was to establish a baseline by reviewing existing plans, EOs, and MOAs; crosswalk those with the ASE, its implementation plan, and EO 13423; identify existing gaps; and then focus future ASC activities on addressing those gaps using a cross-functional approach. A second more direct approach discussed after the group session was to have each ASC member identify the top three priorities they feel the ASC should pursue over the next 3 years; then have each of the 13 installations that have developed Installation Sustainability Plans (ISPs) identify their top three priorities for ASC support to their sustainability efforts; and to then have the ASC compile and prioritize those submissions for subsequent action. Doug then opened it up for general discussion.

COL Phillips noted that the ASC has been in place since Jan 2004 as an official committee chartered through Nov 2007. We are supposed to work ourselves out of a job within two years unless we obtain an extension approved by the Administrative Assistant to the SECARMY. He has held discussions with Mr. Davis to try to determine if we need a HQDA-level body to facilitate ASE implementation. During the last Darden session a formal sustainability Council of Colonels was proposed and discussed, but it was ultimately decided that such a council was not needed. So he asked Doug to investigate approaches to develop a workplan to tie everything together. If we agree that we need to continue the ASC beyond Nov 2007, we need to start now to put the extension request together – this should be our first decision. The second decision should be to prepare a workplan to demonstrate to Mr. Davis how we as a committee could facilitate ASE implementation.

LTC Speth suggested that for the next meeting we should pull out the ASC charter and assess how well we have done in achieving our chartered goals and objectives. After

having done that, we should then decide whether we continue as a committee or transition to a higher level governing body.

Richard Murphy felt that we should consider elevating this to an ESOH-level committee because we may have done all we can at this level. He recommended that we have Mr. Davis serve as Chair and have other functional proponents at his level involved (e.g., ASA (ALT), G-3). The ASA (I&E) and ASA (ALT) will be the key players, and Mr. Davis might be able to exert greater influence across the PEGs.

Tad McCall (AEPI) stated that he has talked to Mr. Davis about moving sustainability forward. He believes that the new EO gives him the leverage needed to take the ASE strategic plan to the top. He feels the Under Secretary of the Army should assume the lead role. Mr. Davis had him look at the Safety Committee charter as a model, but he doesn't really want a formerly chartered committee – rather he wants to have a governing body that looks less at governance over the EO, but more at the ASE and strategic plan. Richard then stated that perhaps we could have the ASC continue to work the EO and EMS, while letting the governing body focus on the ASE and strategic plan.

COL Phillips said that he agrees with Tad. The new EO links EMS, energy, and transportation and pushes it down to the installation level. We also need to link the ASE, strategic plan, and EO together. To effectively do this, the ASC could become a sub-working group under a higher level governance committee. He also agreed with LTC Speth that the ASC charter is a good place to start, and that we may want to tweak the charter somewhat. Tad emphasized that we still need a chartered committee to do the ground level work.

COL Phillips closed the discussion by noting that we need to figure out how to change from a compliance-based to a more sustainability-based program, and to do that, we also need to figure out how to change the OSD and Congressional mindset. To succeed, we need to focus on the EO, ASE, and strategic plan. Ultimately, we may need to develop an agency-level sustainability management plan. He said he was impressed with the list of attendees at the 31 Jan 07 workplan development session; everyone should think about whom else should be involved and email names to Doug so that we can invite them to participate in future sessions. He also pointed out that the list of participants in the workgroup sessions should also become the new list of chartered members of the ASC. COL Phillips indicated that we should not do the planning document crosswalk at this time; rather, we should hold another session of the workplan development group prior to the April 2007 ASC meeting to determine how to best proceed.

New Business

Darden IV Update

Tad McCall provided a short update on the status of Darden IV planning. The next session will be held in June 2007 at Carlisle Barracks and will target Garrison Commanders (GCs). He will be briefing Dr. College on the session in order to garner support and secure a push from the ACSIM to get GCs to participate since it is very

difficult to get them to travel off site for a week. They are also trying to get USACE to participate more actively.

Strategic Plan Update

Tad then updated the ASC on the status of the ASE Strategic Plan. Thus far he has received many good comments on the revised draft plan. He has nearly completed the task of merging all comments into the final document and is just waiting for the official word from Mr. Davis to release it. He believes the plan will be formally released on Earth Day 2007.

Sustainability Workshops Update

COL Phillips updated the group on the status of installation sustainability workshops. He has compiled a detailed schedule of workshop activities for FY07 (Enclosure 3). Currently there are four sets of ISP workshops scheduled, to include Anniston Army Depot, USAG HI, USAG Wiesbaden, and the PA ARNG. He emphasized that with these workshops sustainability has now gone world-wide. He will also be inviting Japan and Korea to participate to learn how to apply the process at their facilities. For example, energy independence is very important in Hawaii. If incoming resupply flights were to stop for just 7 days due to fuel shortages, they would run out of food and other essential commodities.

COL Phillips noted that some installations are now combining the first 2 of the 4 workshops to save travel funds. He also noted that he is having some difficulty lining up facilitation support for the sessions because they are proceeding at such a fast pace. To address this, he is working with IMCOM to develop internal facilitation capability to support the EURO requirements.

John Fittipaldi (AEPI) also noted that the Governor of Hawaii started the Hawaii 2050 Sustainability Task Force that will develop a comprehensive plan to ensure the sustainability of the state for generations to come. The plan provides an opportunity for all sectors of the community—individual residents and a diverse constituency of businesses, community groups, and government representatives—to come together to envision Hawaii's future and how it will supply its needs. In conjunction with this effort, COL Killian, USAG GC, chairs the joint Interservice resource working group. John noted that the Task Force has had difficulty making headway because it is a political body and must deal with many diverse interest groups.

Wrap-up and Next Meeting

COL Phillips thanked the attendees for their participation and reminded everyone that the next meeting will be held on 26 April 07, from 1300-1500 in the same building location (Presidential Towers) with the room number to be determined.

Before COL Phillips dismissed the group, Tad McCall pointed out that AUSA will soon issue the first Torchbearer article for 2007, which will focus on sustainability.

There being no further business, the meeting adjourned at 1500.

Enclosures:

- 1 – Agenda
- 2 – Attendees
- 3 – EMS Key Requirements Summary
- 4 – Briefing on 31 Jan 07 Sustainability Workplan Development Meeting
- 5 – FY07 ISP Workshop Schedule

Enclosure 1 – Agenda

Army Sustainability Committee Meeting Agenda
ODEP Conference Room PT 9300 (9th Floor)
Presidential Towers, Crystal City, VA

Thursday, 22 February 2007
1300-1500 hrs

Call in # 410-436-1000 (Conference Code 0981)

1300 – 1305	Welcome/Opening Remarks	COL Phillips
1305 – 1310	Review December 2006 Meeting Minutes	COL Phillips/All
1310 – 1350	Old Business	
	a. Website P2 Update Feedback	Bob Shakeshaft/All
	b. Overview of EO 13423 Requirements	MAJ Hamby
	c. Proposed Sustainability Work Plan	Doug Warnock
	d. Sustainability Awards	Doug Warnock
	e. Other	COL Phillips/All
1350 – 1450	New Business	
	a. Darden IV Update	John Fittipaldi
	b. Strategic Plan for Army Sustainability Update	John Fittipaldi
	c. Other	COL Phillips/All
1450 – 1500	Wrap-up, assign tasks/schedule, and set next meeting date	COL Phillips

The purposes of this meeting are to:

- 1) obtain ASC feedback on the sustainability website P2 section update;
- 2) discuss EO 13423 requirements;
- 3) discuss the concept of a sustainability work plan;
- 4) discuss the concept of sustainability awards;
- 5) update the ASC on Darden IV status;
- 6) update the ASC on the status of the Strategic Plan; and
- 7) identify further tasks the ASC should undertake in support of installation sustainability and assign responsibility for achieving them.

Next ASC Meeting Thu, 26 April 2007

Enclosure 2 - ASC Meeting Attendees (22 Feb 07)

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	Bates, Linda	CHPPM		

Enclosure 3 – EMS Key Requirements Summary

Executive Order

Sec. 3. Duties of Heads of Agencies. In implementing the policy set forth in section 1 of this order, the head of each agency shall:

- (b) implement within the agency environmental management systems (EMS) at all appropriate organizational levels to ensure
 - (i) use of EMS as the primary management approach for addressing environmental aspects of internal agency operations and activities, including environmental aspects of energy and transportation functions,
 - (ii) establishment of agency objectives and targets to ensure implementation of this order, and
 - (iii) collection, analysis, and reporting of information to measure performance in the implementation of this order;

EO Draft Implementing Instructions

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“Environmental Management System” means a set of processes and practices that enable an organization to increase its operating efficiency, continually improve overall environmental performance and better manage and reduce its environmental impacts, including those environmental aspects related to energy and transportation functions. EMS implementation reflects accepted quality management principles based on the “Plan, Do, Check, Act,” model found in the ISO 14001:2004(E) International Standard and using a standard process to identify and prioritize current activities, establish goals, implement plans to meet the goals, evaluate progress, and make improvements to ensure continual improvement

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Environmental Management Systems

Lead Agency: EPA

Each agency shall, at all appropriate organizational levels, develop, implement, and maintain an EMS, for identifying and addressing agency environmental issues, including the goals identified in Section of the E.O., and improving agency performance in accordance to the schedule to be agreed upon between the agency and the FEE. EMS will serve as the management framework under which agencies and their facilities or organizations identify, manage, and improve sustainable practices identified in Section 2 of the E.O.; identify, collect, and manage performance measurement information; and respond to the reporting requirements of Section 3 of the E.O. The EMS shall reflect the EMS elements and framework found in the ISO 14001:2004(E) International Standard or equivalent, and once implemented, shall be reviewed and updated annually or more frequently, as appropriate by the senior manager accountable for implementation of that EMS. EMS shall be used for, but not limited to, the pursuit of sustainable practices described in Sections 2 and 3 of the E.O., to support compliance with environmental and energy regulations, and to enable the prevention of pollution and efficient energy management. Where an EMS was initiated or developed under E.O. 13148, the EMS shall be fully implemented by May of 2008 and maintained as specified above.

As part of the EMS, agencies shall commit to proactive communications with interested parties.

Where an agency's environmental issues, including the goals identified in the E.O., are best addressed in management of the operational elements of its facilities or organizations, and/or where pursuit of sustainable practices is best carried out at the facility or organizational level, the agency shall ensure that all appropriate facilities or organizations develop, implement, and maintain an EMS.

Where an agency's environmental issues, including the goals identified in the E.O., are primarily represented in the administrative, decision-making, and/or business infrastructure actions of that agency or its component organizations, and/or where pursuit of sustainable practices is best carried out at the agency or component level, the agency shall develop, implement, and maintain an EMS at that level to respond to those issues and opportunities. Where appropriate, agencies may develop, implement, and maintain an EMS at both the organizational or facility level and at the agency or component level.

Where tenant, contractor, and concessionaire activities affect an agency's environmental issues, those activities shall be addressed in the development, implementation and maintenance of the EMS. Where an agency owns or manages public lands on which non-governmental entities are present and whose activities are permitted, licensed, or otherwise authorized or regulated, that agency shall, at a minimum, consider the environmental impacts of such activities in its EMS.

For the purpose of conformance to E.O. 13423, an EMS shall be considered fully implemented when

(1) it has been the subject of a formal audit by a qualified party outside the control or scope of the EMS,

(2) audit findings have been recognized by the appropriate level of the agency implementing the EMS, and

(3) the appropriate senior manager accountable for implementation of the EMS has declared conformance to EMS requirements.

Once conformance has been declared, the EMS shall then be audited by a qualified party outside of the control or scope of the EMS at least every three years from the date of the initial declaration. Conformance declaration shall be renewed as appropriate based on agency guidance.

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Where an EMS exists at the appropriate organization level, the elements of the Compliance Management Plan shall be part of the EMS, and a separate compliance management plan is not required.

Enclosure 4 – Briefing on 31 Jan 07 Sustainability Workplan Development Meeting



Army Sustainability: Sustaining the Mission, Securing the Future

Sustainability Workplan Update

ASC Meeting

22 Feb 06

Douglas Warnock / DAHM-ED/703 601 1573/ douglas.warnock@hqda.army.mil

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Army Sustainability: Sustaining the Mission, Securing the Future

Sustainability Workplan Update

- Due out from 14 Dec 06 ACS Mtg
- Ad hoc group met 31 Jan 07
- Identify major activities the ASC would like to accomplish over the next 2-3 years

Douglas Warnock / DAHM-ED/703 601 1573/ douglas.warnock@hqda.army.mil

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Attendees

- Rachael Dagovitz, IMCOM
- David Eady, CTC/NDCEE
- Jim Ellor, ASA(ALT)/ESO
- Kristin Evenstad, G3/DAMO-TRS
- John Fittipaldi, AEPI
- MAJ Gregg Hadlock, NGB-ARNG
- MAJ Jason Hamby, NGB-ARNG
- Michelle Hanson, ERDC-CERL
- Gordon Kuntz, AEPI
- David Purcell, OACSIM
- John Scharl, OACSIM
- LTC Mike Speth, NGB-ARNG
- Doug Warnock, ODEP
- Chris Werle, LMI

Participating by telecon:

- Linda Bates, CHPPM
- Bob Shakeshaft, AEC
- Annette Stump, ERDC-CERL

Need to include:

- G-4, G-6, G-8
- USACE
- Recent Darden attendees
- Army AFV POC
- ELD



Proposed Plan of Action

- Determine baseline
 - Review existing plans, EOs, MOAs
- Cross walk with ASE/Implementation Plan and EO 13423
- Determine gaps
- Focus future activities on gaps
- Cross functional approach



Existing Plans

- Strategic Plan for the Environment (John Fittipaldi)
- Army Energy Strategy (Dave Purcell)
- Army Energy Campaign Plan (Dave Purcell)
- Army Energy Security Plan (Dave Purcell)
- Army Energy Planning Guide (Dave Purcell)
- Army Energy and Water Campaign Plan (implements Energy Strategy) (Dave Purcell)
- OSD Corrosion Prevention and Control Plan (Dave Purcell)
- Green Procurement Plan and GPP Memo (Bob Shakeshaft)
- ISP Database (Dave Eady)
- Sustainable Range Program Plan (Kristin Evenstad)
- LEED MOA (Annette Stump)
- DoD AFV draft policy (Dave Fuchs/Dave Purcell)
- AR 58-1 Motor Vehicles (Dave Purcell)
- AERTA project information (Leslie Walrath)



Alternatives

- Gap Analysis Approach
- Direct Approach:
 - Each ASC member submit top 3 priorities the committee should pursue over the next 3 years
 - Each of the 13 installations that have ISPs submit priorities
 - ASC compile and prioritize

Enclosure 5 - FY07 ISP Workshop Schedule

Oct 06	Nov 06 17 Nov – complete - USAGHI strategic planning offsite (JP, ML)	Dec 06 Week of 4 Dec – complete - PANG scoping meeting 11 Dec - complete – ANAD scoping meeting (ML)
Jan 07 15 -19 Jan – completed - USAGHI scoping meeting (KP, MM, DW) 22 -26 Jan – KP, MM unavailable 29 Jan – 2 Feb – completed - Wiesbaden/EURO scoping meeting (CH, KP, JP, MM, JL)	Feb 07	Mar 07 1 March – confirmed – PANG core team leader training (KP)
April 07 2-6 April – KP unavailable 9-12 April - confirmed – USAGHI awareness/baseline wksp (DW, KP, MM?, ML, DT, DE) 23-27 April – MM unavailable	May 07 15-16 May - PANG A wksp 21-25 May – confirmed - USAGHI C workshop (DW?, MM, KP, KG, DE, RS, ML) 28 May – 1 June – ML unavailable	June 07 1-8 June – MM unavailable 12-14 June USAG Wiesbaden A/B wksp (KP, CH, ML, MM?) 25-28 June - ANAD awareness/baseline wksp
July 07 10-11 Jul - PANG wksp B 16-20 July – KP unavailable 23 July – 3 Aug – USAGHI D workshop	Aug 07 Tentative – ANAD IPR 21-23 Aug – USAG Wiesbaden C wksp (KP, CH, ML, Dilks, DW?, MM?) 27-31 Aug – ML unavailable	Sept 07 3-7 Sept – ML unavailable 11-13 Sept - PANG wksp C goal setting
Oct 07 1-5 Oct – KP unavailable 22-26 Oct USAG Wiesbaden D wksp (ML) 29 Oct – 2 Nov - PANG D wksp	Nov 07 5-9 Nov – ML unavailable 12-16 Nov - PANG D wksp con't 19-23 Nov - T-giving week Tentative – ANAD Sustainability Summit (wksp C)	Dec 07 3-6 Dec – MM unavailable 18-21 Dec – MM unavailable 24-28 Dec – Christmas week
Jan 08 Tentative – ANAD Goal Team meetings	Feb 08	Mar 08

Color code: **USAGHI/PARO** **ANAD** **PANG/NGB** **Wiesbaden/EURO**